



POSITION PROFILE  
Chief Executive



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Thank you for your interest in the rewarding position of Chief Executive of Strathcarron Hospice.

Founded in 1981, Strathcarron Hospice exists to serve the communities of Forth Valley and North Lanarkshire, to enable people to live well and die well. We have a well-deserved reputation for delivering a highly valued quality service to patients and families living with a life-limiting illness. All our activities are underpinned by quality - providing quality services and building quality relationships that make a positive difference to people and as our new Chief Executive, you will have the opportunity to make a substantial contribution to our local communities, who support us so generously in many different ways.

Whilst the recent pandemic and restrictions in place-based care forced us to recalibrate, we also had a growing awareness that community is where people live, belong and contribute and therefore where meaningful health outcomes can be best achieved. While continuing to provide inpatient care, we have also pivoted our focus to supporting more people at home and to reach them earlier in their illness journeys. The reality of the demographic changes that are taking place now and in the future is that where and how people die will change radically and in increasing numbers. We firmly believe that the Hospice has much to contribute to the wider health and social landscape in terms of solutions and new ways of working.

In this role, you will oversee the continued development and delivery of our excellent specialist palliative care services and our commercial subsidiary, Creative Homecare, whilst also safeguarding our long-term financial sustainability through effective and sound financial management. You will enjoy the full support of the Council of Management, comprising of 15 people representing Business, Community and Health professional sectors within our locality,

We are looking for a committed and dynamic professional with the strategic vision to take the largest independent Scottish Hospice into its medium and longer term future, protecting the quality and goodwill already achieved and be responsible for ensuring that as a business we continue to prosper, maintain and develop our services, brand, reputation and financial sustainability.

As our new Chief Executive, you would be joining an innovative and committed team who are at the forefront of developing their service to ensure they make a real difference to the patients, families and the communities we serve.

If you are excited by the opportunity to make a real difference, are motivated by the desire to make the experience better for all individuals we support and believe that you have the necessary skill set, expertise and qualities we are seeking, we look forward to receiving your application.



Chris Rodger  
Chairman of the Council of Management





For over 40 years, Strathcarron Hospice has provided specialist palliative care and expert end of life care for the people of Forth Valley, Cumbernauld and Kilsyth. We care for people with illnesses that cannot be cured, including cancer, lung, heart or kidney failure and a range of other non-malignant and neurological diseases.

As a specialist palliative care provider, we have a comprehensive range of services and provide support to anyone who is living with life limiting or long term conditions – at any point from diagnosis through to death and bereavement. We also have a strong focus on community development empowering local communities to do what they can for themselves.

**Our Purpose:** We support people to live with their life limiting illness and make the most of every day, and when the time comes, to die well. We want to understand what is important to them and enable them to achieve their goals. With good symptom control and support, we can enable people to think and talk about what matters most, appreciate the significance of their life and help them to make the most of the valuable time they have left.

Our work is patient-centred and is driven by our clinical strategy. We're proud to be embedded within our local communities and recognise the importance of significant partnerships. We know that our services are valued and valuable, whether they are within the Hospice or in community and home settings.

We receive less than 35% of our annual income (c£11 million) directly from the NHS with the rest generated through general fundraising activities, Creative Homecare, our social enterprise which provides private homecare, and our 13 retail shops.

## **Our services include:**

- In-patient care – 24 bedded unit with 350+ admissions annually for symptom control, end of life care & therapeutic assessment. Average length of stay is 16 days
- Community Palliative Care Team – assessing, advising and supporting over 350 patients at any one time through face-to-face visiting, telephone and video-conferencing support
- Hospice@Home service – hands-on care supporting over 500 patients per year to stay in their own homes in the last weeks of their lives
- Live Your Life Support (previously day-care) – open access Hospice telephone support for patients and carers using a person-driven, enablement and community connection model
- Neuro-palliative care – delivered by Hospice multi-professional team members in conjunction with neurology team. Also lead a regional, monthly Neuro-palliative MDT with external input
- Specialist Lymphoedema Service for NHS Forth Valley – outpatient clinics and community visits delivered by two specialist Lymphoedema practitioners, three Lymphoedema key-workers and support from one of the Hospice consultants
- Bereavement service – providing different levels of support for complicated grief and providing community support to normalise death and enabling communities to support themselves
- Education, Practice Development & Research - offering a range of single discipline and multi-disciplinary educational opportunities internally and externally





- Creative Homecare – a social enterprise set up in 2020 by the Hospice to generate a new income stream

## Our Values:

- **Inclusive** (free for all, heart of communities, our volunteers, collaborative)
- **Compassionate** (dignity, humour, kind, polite)
- **Respectful** (personal and holistic approach, empathetic)
- **Professional** (wide range of services, best practice, education, research and advice, multidisciplinary, team players)
- **Integrity** (high quality care, effective and efficient, trust)





Reporting to the Council of Management as Chief Executive, you will have overall responsibility for the strategic leadership and operational management of the Hospice, ensuring the provision of high-quality services which respond to the needs of patients and their families and meet the required regulatory standards.

The role requires the successful candidate to be based on-site at the Hospice which is based in Denny, Stirlingshire.

Ensuring that the Hospice meets its statutory and service obligations, including compliance with relevant charity and company law, key priorities for the role include:

- Ensuring the Hospice continues to deliver high quality specialist palliative care, that meets both the current and future needs of the communities the Hospice serves
- Maintaining the financial stability of the Hospice and ensuring the efficient and effective use of all resources – human, physical and financial
- Overseeing the ongoing review, development, and implementation of new models of service delivery, proactively responding to both the external health and social care environment and increasing demand for palliative care, ensuring a strong synergy between service planning and financial/resource planning
- Developing effective relationships and partnerships with key external stakeholders, including health and social care partners, ensuring the Hospice receives appropriate levels of funding
- Effectively promoting the Hospice and its interests at Local, Regional and National level whilst also ensuring it continues to play an active role in shaping and influencing national policy including but not limited to involvement with Scottish Hospice Leadership Group and the cross-party working group on Palliative care
- Overseeing the continued development and evolution of Creative Homecare and any other subsidiary companies developed to grow income, as well as our Hospice@Home service offering
- Raising awareness of the breadth of Hospice activities, including proactive symptom control, focused on improving the quality of life for those individuals with life limiting illnesses
- Ensuring an effective strategy for continuous improvement, using service outcomes, and the views of patients, stakeholders and staff as well as independent evaluation to drive activities

## Key Responsibilities:

### Leadership

- Inspire, direct, lead and motivate the Hospice Management Team and all staff and volunteers to provide the highest standards of care and support for patients and their families. Maintain a climate which attracts, retains and motivates top quality personnel
- Promote an organisational culture that fosters learning and continuous improvement and ensures that an education, training, and development strategy is in place for all staff and volunteers
- Value and empower staff and volunteers to ensure commitment to the vision for the Hospice





## **Strategy and Policy**

- Work in partnership with Forth Valley and Lanarkshire NHS Boards and Integrated Joint Boards and other agencies to develop a clear strategic direction for palliative and end of life care in general, and the Hospice in particular
- Prepare and present strategy proposals for recommendation to the Council of Management ensuring agreed strategies are implemented with progress regularly monitoring and reported
- Develop annual plans, consistent with agreed strategies, for presentation to the Council of Management through its standing committees
- Advise and support the Council of Management in developing appropriate policies, procedures and practices which are consistent with the agreed strategic direction
- Ensure that appropriate risk assessment is undertaken in relation to all aspects of the workings of the Hospice

## **Management of Financial Resources**

- Maintain effective financial management and reporting systems underpinned by current standing financial instructions and operating procedures
- Prepare budget proposals for revenue and capital and for use of reserves for consideration by the Executive Committee. Manage and report on the approved budget to the Council of Management
- Ensure the development of appropriate Service Level Agreements with the NHS/IJBs/Scottish Government to ensure financial stability
- Work with the Internal Auditors and the Audit Committee to develop and support the audit plan, informed by the process of risk assessment
- Develop and support strategies for Fundraising and Retail income and initiatives for generating further revenue. Manage the Fundraising & Retail Teams

## **Human Resources**

- Develop and maintain human resource policies which reflect the value placed on Hospice staff and volunteers and represent current best employment practice
- Ensure that corporate goals are reflected in departmental and individual objectives supported by a process of ongoing appraisal, continuing professional development, training and education
- Ensure compliance with all statutory requirements in relation to Health and Safety and other legislation
- Ensure effective recruitment selection and training of Hospice staff and volunteers to enable them to have fulfilling and beneficial opportunities within the Hospice





## Physical Resources

- Ensure efficient and effective use of all resources including the Hospice and its environment, plant, equipment etc.
- Ensure that the estate in its broadest sense is maintained to a high standard and is in compliance with all statutory requirements
- Develop Capital Expenditure proposals for consideration by the Building Committee having regard to the developing role of the Hospice
- Ensure Capital Projects are managed so that they enhance the Hospice environment, are completed to a high standard and constitute value for money

## Clinical and Related

- Create the conditions in which safe, effective and quality clinical practice can be provided
- Maintain a clinical effectiveness programme and report on outcomes/actions to the Clinical Governance Committee
- Ensure that clinical staff have the necessary education, training and other resources to enable them to perform effectively and ensure that they remain at the leading edge of thinking and practice in palliative care
- Ensure appropriate clinical leadership of staff through the Lead Consultant and the Director of Nursing
- Maintain an active research programme by supporting relevant research projects to add to the evidence base for palliative care
- Ensure that the Education, Research & Practice Development Department keeps its portfolio of activities under review so that they remain current, relevant, constitute value for money and are grounded in academic excellence

## External Relationship / Activities

- Develop and maintain effective working relationships with NHS Boards, IJBs, Healthcare Improvement Scotland, the Care Inspectorate and other regulatory bodies
- Engage with the communities to develop their capacity to support each other and be as self-sustaining as possible. Promote the Hospice as a charity and foster an improved understanding of the role of the Hospice and the services which it has to offer
- Proactively contribute to work of the Scottish Hospice Leadership Group, the Cross Party Group on Palliative Care in the Scottish Parliament, Hospice UK and any other appropriate networks at local or national level

**NB:** This job description is not exhaustive and may be modified following discussion between the post holder and the Council of Management.







As a role model for the culture, philosophy and ethos of the Hospice, you will be a visible, inspirational and visionary leader who brings a successful track record of leadership at a senior level in a complex and diverse environment.

With the ambition and passion to maintain Strathcarron Hospice's enthusiasm for innovation and excellence, the successful candidate will be a strong strategist, able to identify development and business opportunities, bringing the ability to ensure the Hospice is an effective working environment for all the people and communities it serves.

## Knowledge, Experience and Skills:

- Demonstrable record of establishing a strong performance culture – inspiring, motivating and empowering people to meet corporate objectives and deliver services that are responsive, patient-focused and achieve results
- Experience of effectively managing resources and budgets, as well as experience of delivering long-term financial sustainability and value for money
- The ability to understand new issues quickly and make wise decisions in light of available evidence and conflicting opinions
- Direct involvement in translating broad strategies into specific objectives and action plans and align processes and systems to achieve strategic priorities
- A good understanding of positive governance ideally with direct experience operating at Board level
- Strong commercial acumen
- Knowledge and experience of risk management
- Experience of establishing effective working relationships coupled with the ability to influence and negotiate with key partners and external stakeholders
- Knowledge of, or the ability to quickly gain an understanding of, the current issues, regulatory and wider policy landscape in relation to health and social care
- Relevant experience in developing or re-designing services to, and in response to, an increase, change in demand, or budgetary pressures
- Previous involvement in designing, leading, and implementing organisational and cultural change in a manner that inspires, motivates, and engages all employees
- The ability to lead the income generation activities to ensure we have the freedom to meet the clinical needs of our communities
- The ability to organise and undertake a diverse workload and manage constant and often conflicting work demands through effective delegation, whilst still achieving competing deadlines and targets
- The ability to listen and influence people from a wide range of backgrounds including: volunteers; Council of Management; external partners; patients; families and colleagues

## Personal Attributes

- A strategic thinker with creative and pragmatic problem-solving skills
- A team player who earns the trust and respect of colleagues



# Preferred Candidate Profile



- Intellectual flexibility to move easily between significant detail and the bigger picture
- Exercises good judgement, confident in own knowledge, able to give advice to others and be accountable for that advice
- Emotionally resilient, with drive, energy and enthusiasm
- Positive professional approach and image
- Commitment to diversity and inclusion





## Remuneration:

<b>Salary:</b>	£90,000 – 100,000
<b>Pension:</b>	Local Government Defined Benefit Pension Scheme
<b>Holidays</b>	35 Days per year* (including public holidays)

\*This increases to a maximum of 41 days, after 10 years of service and we will transfer reckonable service for staff transferring over from the NHS or Local Authorities.

## The Recruitment Process:

The recruitment for this position is being managed by our advising consultants, Livingston James.

Livingston James will conduct initial conversations prior to discussing candidates with the Strathcarron Hospice.

Interested candidates should provide a cover letter, outlining interest and suitability, and a tailored CV to [douglasadam@livingstonjames.com](mailto:douglasadam@livingstonjames.com)

### Recruitment Timetable:

Shortlist Meeting (Livingston James & Strathcarron Hospice)	11 <sup>th</sup> or 12 <sup>th</sup> March
Panel Interviews	Friday 22 <sup>nd</sup> March

*Strathcarron Hospice is an equal opportunities employer and positively encourages applications from suitably qualified and eligible candidates regardless of sex, race, disability, age, sexual orientation, gender reassignment, religion or belief, marital status or pregnancy and maternity.*

